

# **Department of Transportation: Transit Division**

## **MC311 Data Review**

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1/7/2011

Art Holmes, Director DOT

# CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

- **Overview of MC311 Nomenclature**
- **DOT- Transit / MC311 Transition Overview**
- **Review of DOT Transit Related Service Request Data**
- **Examples of DOT Service Requests Handling**
  - Trip Planning Request Urgent
  - Ride On Complaints
- **Review of CountyStat Sample Audit**
  - DOT-Transit Service Request Fulfillment
- **Improving Existing Practice**
  - DOT-Transit Recommendations
  - CountyStat Recommendations
- **Wrap-Up and Follow-Up Items**



# MC311 Nomenclature: Categorizing Call Intake

A Service Request in MC311 is simply a record that is created when a resident contacts the 311 Call Center requesting service.

(A service request can also be created in the back office by a department.)

The types of MC311 calls that will be fielded in the Call Intake process can be categorized as follows:

- **General Information (GI):** These calls typically constitute 50% of a Customer Service Center's (CSC) calls and deal with responses to Frequently Asked Questions (FAQs); provide static information about policies and procedures, County government events, and operations
- **Referrals (REF):** These calls typically constitute 25% of a Customer Service Center's calls and provide constituents with the telephone number for a call requiring "subject matter expertise" and perform a "warm transfer" of the call, if required
- **Service Requests (SRs):** These calls typically constitute 20% of a Customer Service Center's calls. A service request is created for a department to fulfill a resident's request.
- **Miscellaneous Comments / Compliments / Complaints:** These calls typically constitute 5% of a Customer Service Center's calls and typically document the nature of the comment, compliment, or complaint and are visible to the specific department.

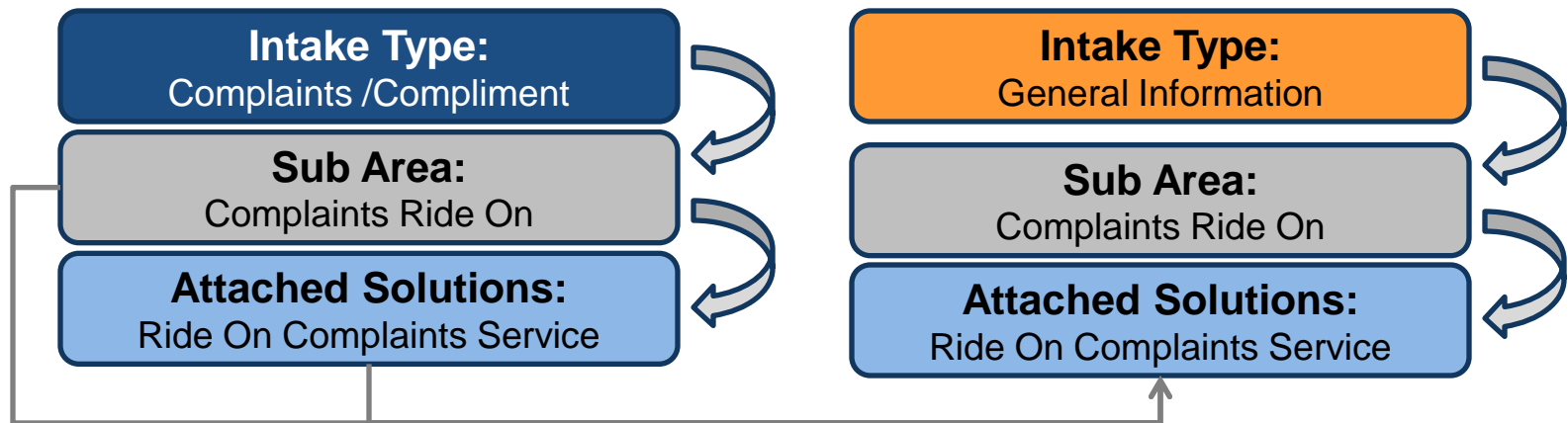
The use of the term "Service Request" to categorize multiple types of interactions can be a cause of confusion



# MC311 Nomenclature: Interrelation of Call Categorization

The relation of MC311 call categorization can be described as hierarchical, but not mutually exclusive

- For example, a caller who calls with a complaint about Ride On service should have their call categorized with a uniform attached solution which links with a parent sub area but the intake type could be any of the four types
- This relationship is most significant in terms of data reporting
  - Running reports from different hierarchical levels may yield different results
    - For example, analysis that counts total complaints only by collecting the “complaint/Compliment” intake type would yield a lower number than analysis conducted at the Sub Area level
    - In instances where the sub area is not correctly entered, reporting will again be incorrect



# MC311 Nomenclature: Interrelation of Call Categorization Example

	July	Aug	Sep	Oct	Nov	Dec	Grand Total
<b>Complaint/Compliment</b>	<b>333</b>	<b>295</b>	<b>413</b>	<b>340</b>	<b>362</b>	<b>411</b>	<b>2154</b>
Ride On complaint - Driver Behavior	106	102	105	98	108	88	607
Ride On complaint - Other, Miscellaneous, Passenger injury, accident			13	8	3	2	26
Ride On complaint - Other, Miscellaneous, Passenger injury, Kids Ride Free	9	8	2				19
Ride On complaint - Service	218	179	281	224	237	315	1454
Ride On Compliment		6	12	10	14	6	48
<b>General Information</b>	<b>76</b>	<b>67</b>	<b>79</b>	<b>57</b>	<b>56</b>	<b>64</b>	<b>399</b>
Ride On complaint - Driver Behavior	19	12	13	9	19	19	91
Ride On complaint - Other, Miscellaneous, Passenger injury, accident			4	3	2		9
Ride On complaint - Other, Miscellaneous, Passenger injury, Kids Ride Free	5	4					9
Ride On complaint - Service	52	50	60	42	34	43	281
Ride On Compliment		1	2	3	1	2	9
<b>Referral</b>	<b>33</b>	<b>13</b>	<b>43</b>	<b>38</b>	<b>23</b>	<b>2</b>	<b>152</b>
Ride On complaint - Driver Behavior	16	4	10	9	7		46
Ride On complaint - Other, Miscellaneous, Passenger injury, accident				1			1
Ride On complaint - Other, Miscellaneous, Passenger injury, Kids Ride Free	1	1					2
Ride On complaint - Service	16	8	31	26	16	2	99
Ride On Compliment			2	2			4
<b>Service Request - Fulfillment</b>	<b>173</b>	<b>196</b>	<b>292</b>	<b>235</b>	<b>146</b>	<b>85</b>	<b>1127</b>
Ride On complaint - Driver Behavior	68	79	75	66	49	33	370
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Ride On complaint - Service	92	101	199	147	86	48	673
Ride On Compliment		4	3	12	3	2	24
<b>Grand Total</b>	<b>615</b>	<b>571</b>	<b>827</b>	<b>670</b>	<b>587</b>	<b>562</b>	<b>3832</b>

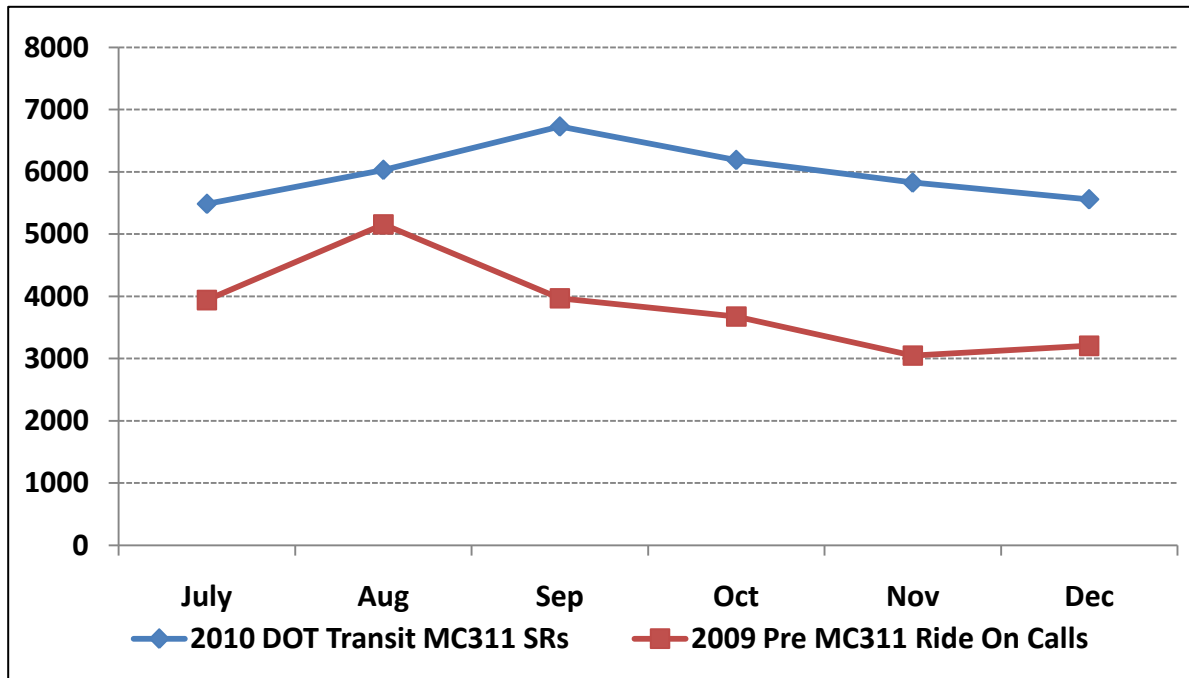
Complaints are currently categorized by all 4 service request types by customer service representatives



# DOT- Transit Transition to MC311

- **DOT Transit MC311 Transition**
  - Transferred customer service lines to MC311: Feb. 1, 2010
  - Email/web portal transfer: June 27, 2010

## Pre and Post MC311 Comparison



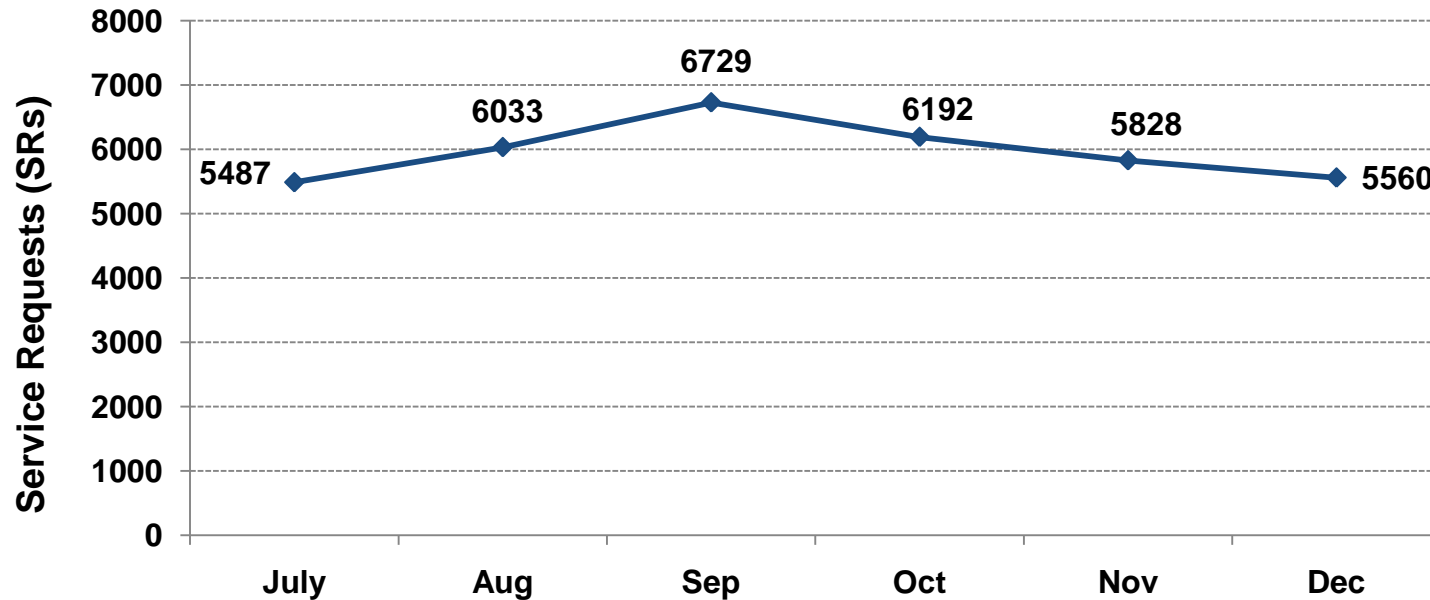
	2009 Pre-MC311 Calls	2010 MC311 SRs
Jul	3941	5487
Aug	5156	6033
Sep	3969	6729
Oct	3676	6192
Nov	3047	5828
Dec	3206	5560

**Previous to MC311, DOT Transit Call Center was staffed with 4 Workyears and experienced a high volume of missed calls**



# DOT-Transit Monthly Service Request Totals

Service Request Totals



	July-Aug	Aug-Sep	Sep-Oct	Oct-Nov	Nov-Dec	July-Dec
Percent Change	9.95%	11.54%	- 7.98%	- 5.88%	- 4.60%	1.33%



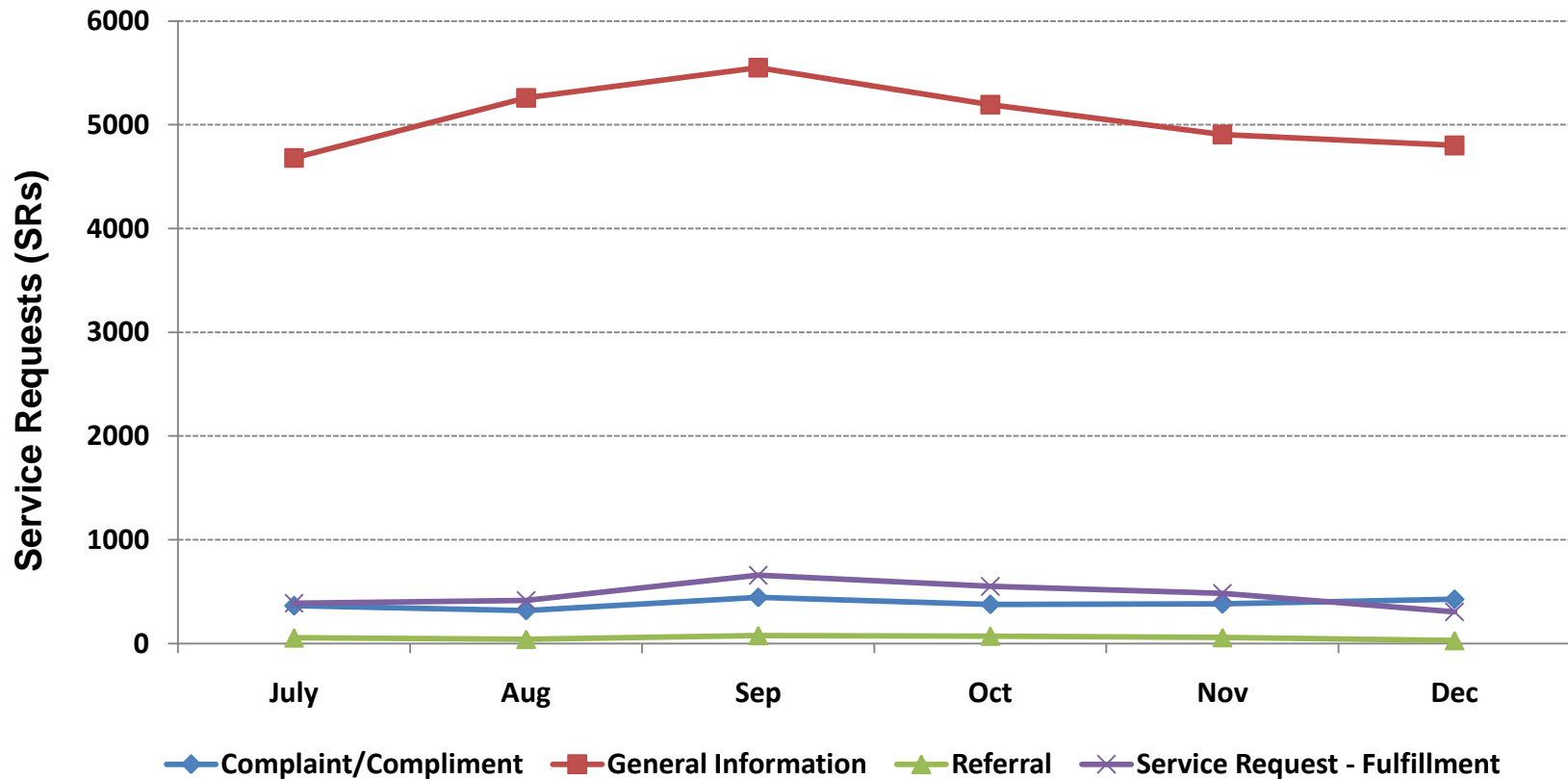


# DOT-Transit Monthly Service Request Totals by Intake Type

	July	Aug	Sep	Oct	Nov	Dec	Avg.	Grand Total
<b>Complaint/Compliment</b>	364	318	444	377	381	426	385	<b>2,310</b>
<b>General Information</b>	4681	5260	5551	5194	4906	4801	5066	<b>30,393</b>
<b>Referral</b>	54	40	77	71	57	28	55	<b>327</b>
<b>Service Request - Fulfillment</b>	388	415	657	550	484	305	467	<b>2,799</b>
<b>Grand Total</b>	<b>5,487</b>	<b>6,033</b>	<b>6,729</b>	<b>6,192</b>	<b>5,828</b>	<b>5,560</b>	<b>1,493</b>	<b>35,829</b>



# DOT-Transit Monthly Service Request Totals by Type



**The largest change in the number of DOT-Transit service requests was between August and September with a 11.54% increase. \***

\* DOT Transit Explanation on Following Slide



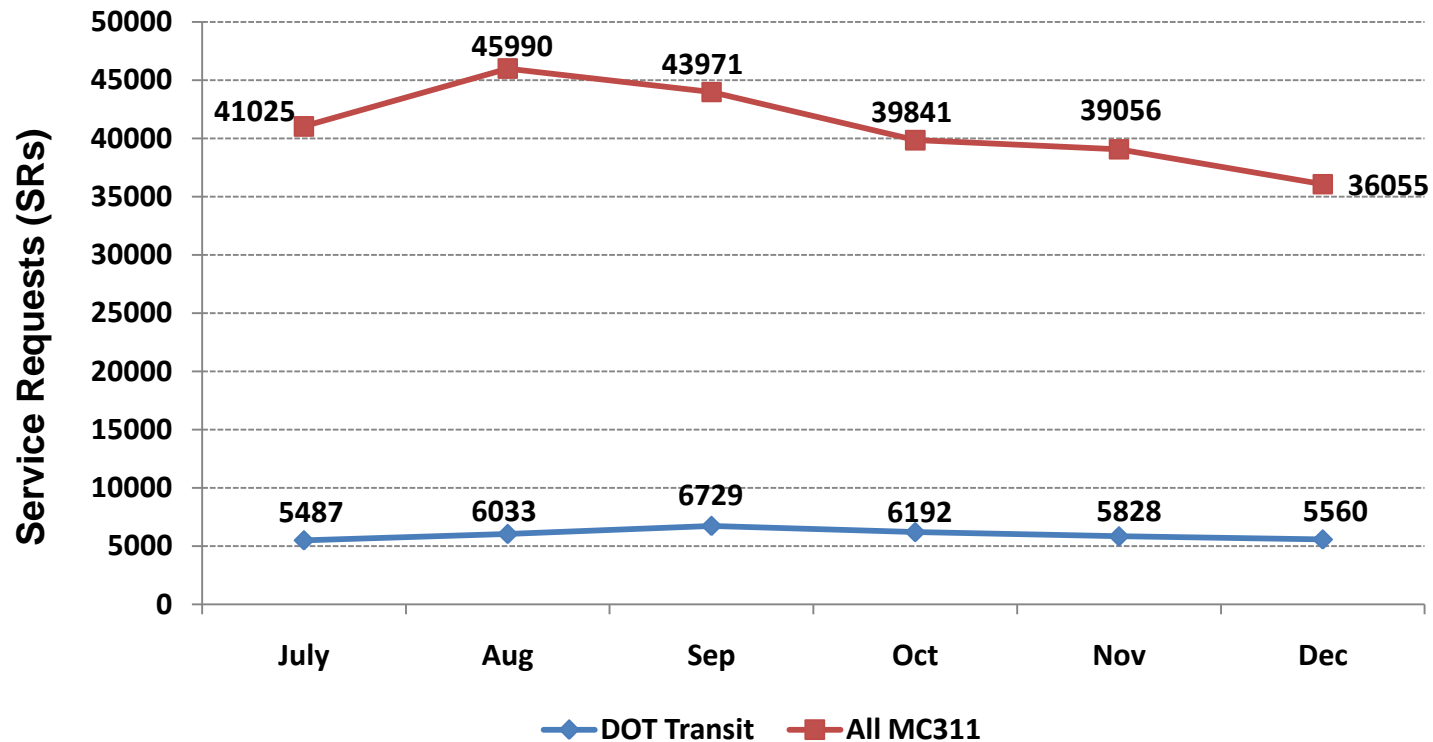
# DOT Explanation for Rise in Service Requests In September

**DOT feels the changes in service, outlined below, that went into effect in September drove the increase in DOT Transit related Service Requests**

Route	Ser	Route Description	Change Description
Late Eve	Sat	15, 17, 34, & 57	Reduce service after 900p where data supports
Late Eve	Sun	15 & 34	Reduce service after 900p where data supports
Strategic	Wkdy	3 Operational Strategies	Eliminate
Late Eve	Wkdy	15, 17, 34, 49, 57, 61 & 83	Reduce service after 900p where data supports
7	Wkdy	Kensington-Forest Glen-Wheaton	Restructure-operate between FG and WH only-same number of trips
22	Wkdy	Hillandale-White Oak-FDA-Silver Spring	Eliminate Elton ext/Reduce freq to 20 from 15-match trips to MARC schedule
32	Wkdy	Woodrock-Naval Ship R&D-Cabin John-Bethesda	Eliminate Woodrock ext only
43	Wkdy	Traville TC-Fallsgrove TC-Shady Grove-Hospital-Shady Grove	Eliminate Fallsgrove branch only/reduce freq 15 to 20
93	Wkdy	Twinbrook-HHS-Twinbrook	Reduce freq to 30 mins
33	Wkdy	Glenmont-Kensington-Medical Center-Bethesda	Elim E Bethesda-retain BRAC-same number of trips
Freq	Sat	Reduce freq-1,17,46	Reduce freq varies where data supports
Freq	Wkdy	Reduce freq-15,17,23,29,30,46,47,48,49,56,57,60,70,83,97,100	Reduce freq varies where data supports



# DOT- Transit Related Service Requests as Percentage of Total MC311 Service Requests



	July	Aug	Sep	Oct	Nov	Dec
DOT Transit as Percent of Total SRs	13.4 %	13.1 %	15.3 %	15.5 %	14.9 %	15.4 %



# DOT Transit Sub Areas Quantitative Analysis

Ride-On Related	SRs
Trip Planner Request-Urgent	24,665
Complaint-Ride On	3,701
Fare Information	2,215
General Information	1,399
Ride On Lost and Found	950
Trip Planner Request-Non Urgent	950
Refund Request	263
Ride On Bus Stops/Shelters	164
Transit Programs	140
Transit Studies	75
Compliment-Ride On	41

Other DOT-Transit SLAs	SRs
Taxi ID Card	323
Call N' Ride	288
Taxi-General Info	279
Other	142
(blank)	127
Medicaid Applications	81
Advertise request processing	14
Complaint-Taxicab Driver Rude	6
Complaint-Taxicab Overcharge	4
Passenger Vehicle License	1
Trans. Sr. Programs and Info	1

**Sub Areas related to Ride On account for 97%  
of all DOT-Transit service requests from  
July through December 2010**

**Grand Total  
Service Requests      35,829**



# Qualitative Analysis of Trip Planner Request-Urgent Data

## ▪ Analysis Methodology

- Random date selected: December 15<sup>th</sup> 2010
- Selected every 5<sup>th</sup> General Information Trip Planner Request-Urgent Service Request

## ▪ Overview of Analysis Findings

- Random sampling is consistent with previous CountyStat analysis
- Current Knowledge Base Article developed by Department with MC311 does not require the customer service representative (CSR) to collect or record consistent data for this service request
- Different customer service representatives record different level of detail in the summary filed

## ▪ Operational Performance Implications

- Methodologies for determining level of detail collected by CSRs was constructed by departments in conjunction with MC311 and focused on back office functions
- Current data collection of this service request does not provide data to inform decisions such as which routes have the highest volume of callers asking for next bus information
- This type of performance operation could guide the purchase of electronic boards that identify next bus arrival at key locations and reduce call volume
- The current grouping of next bus arrival with trip planning makes it impossible to disaggregate between these two separate business functions

**Currently MC311 Trip Planner can only provide information on request call volume, not the data necessary to influence operational decision making**



# Qualitative Analysis of Trip Planner Request-Urgent Data

SR Number	Call Summary Information
136571999	rte 20 as bus is not in service she said and hung up
136575801	Gave caller bus information for Route 74
136571682	wanted ride on schedule for route 29 ; provided info
136574482	Ride On route 34 from Friendship Heights to Bethesda area and route 30 info requested / i gave her info for both routes
136574248	10 tech road going to twinbrook station. it is closer to Old Columbia and Randolph Road 12:53 pm
136571239	next 26 toward montgomery mall...at glenmont
136568494	Ride on schedule #12 to Takoma park
136566521	trip planner
136565533	11:45a 55 bus from Germantown Transit Station
136558074	take the 59 and walk 2 blocks.
136551511	trip planner
136549415	wanted ride on schedule for route 5 ; provided info
136540827	RIDE ON ROUTE INQUIRY FROM: CINNAMON DRIVE - CLOPPER ROAD / TO: 10319 PROCERA DRIVE ** ADVISED ROUTE NOT LOCATED / CHECKED SEVERAL TIMES NO INFO / CALLER TRAVELING TO A RESIDENCE / WILL CHECK FOR ADDITIONAL INFORMATION - INTERSECTIONS
136534756	Trip plan to Montgomery college Rockville
136525825	Ride on #48 to Rockville
136531342	Grosvenor Station Parkside Tuckerman Lane Rock Spring Park Montgomery Mall Transit Center
136530058	trip planning assistance
136501698	ride on; gave info
136510520	Ride On route 34 schedule info requested / i gave her the info



# Qualitative Analysis of Trip Planner Request-Urgent Data

SR Number	Call Summary Information
136630745	Gave caller information
136625329	Would like to know when the 18 gets to MC Takoma Park
136630087	Gave caller information for Route 46
136613775	wanted ride on schedule for route 46 ; provided info
136620065	ride on 46
136615608	3:48p - 9 bus leaving Wheaton
136613267	rte 30 and medical cnter...beech ave and linden and called obviously to vent and hung up
136611431	ride on 61, 51
136603641	customer need the next 38bus leaving Gainsborough-Tuckrman...@3:20
136596873	Would like to know when the next Route 12 gets to Takoma station
136599861	caller is calling toobtain bus information for the #56 bus to rockville. PProvide caller with bus information
136602240	montrose and tilden woods to jefferson bus arrived, caller asked the bus driver
136598082	Route 20-Effective: September 28, 2008 Monday-Friday ----- Saturday Schedules   Sunday Schedules   Ride On Home Page Hillandale to Silver Spring
136582989	Shady Grove Station Shady Grove Rd Oakmont Ave Girard St Lakeforest Transit Center Firstfield Rd Clopper Rd-MD 117 Metropolitan Grove MARC Station Germantown Community Center Germantown Rd-MD118 Middlebrook Rd Crystal Rock Dr Germantown Transit Center
136579548	scheduling info provided





# DOT Strategies for Trimming Trip Planning Call Volume

## Automated Transit Information System (ATIS) – In Development

- **ACS SmartTraveler Plus ®**
  - Web-Based Real Time Bus Stop Arrival
  - Smart Phone/PDA Compatible
  - Text or Email Requests for Real Time Info
  - Pre-Scheduled Email Bus Arrival Notifications
- **Interactive Voice Response (IVR)**
  - Work w/Voice and Phone/Device Keypad
- **Real Time Electronic Signs at Select Locations**
- **Resume printing of customer information (timetables, printed schedules at shelters & rail stations, etc.)**
- **Increase customer information by producing system map (on web only), expanding web design, content development, and social media**



# Real Time Bus Information On The Web: Map and Text View

**Real Time Map & Schedule Information**

Select Your Language: [English](#) [Spanish](#) 62°F Thursday, May 07, 2009 10:01:16 AM

**RECENT STOPS**

- Stop 25 @ Route(s) 2, 4, 534, 356, 425, 276, 828
- Stop 254 @ Route(s) 2

**BUS ARRIVAL FOR STOP 25, Arnett & Woodbine**

DESTINATION	ETA
Route 2 to "2 PARSELLS TO LAURELTON"	10:32
Route 2 to "2 PARSELLS TO BAY"	11:12
Route 2 to "2 PARSELLS TO LAURELTON"	11:54
Route 2 to "2 PARSELLS TO BAY"	12:32
Route 2 to "2 PARSELLS TO LAURELTON"	13:12

Last Refresh Time: 10:01:16 AM

Displays Bus Arrivals for Stop 25.

**Find by Stop** **Find by Route** **Find by Address**

Enter a stop #  **Get Route**

Select routes

- Show All Routes
- 2 - Thurston / Parsells
- 4 - Genesee / Hudson
- 2/4X10X - Thurston/Genesee-P

**Transit Messages Scrolling**

Shows all the routes that are servicing the selected stop.

Amber Alert - Missing Child - Susan Smith - Female - Age 6 - Blond Hair - Brown Eyes - Detour for Route 8 buses due to accident

☒ 2 - Thurston / Parsells
 ☐ 2X4X-3X - Thurston/Genesee -
 ☐ 2X18X - Thurston/University
 ☐ 2X98X - Thurston/East Main

☒ 4 - Genesee / Hudson
 ☐ 2X4X - Thurston/Hudson

☐ 2/4X10X - Thurston/Genesee-Por

Map Satellite Hybrid

Different map views are available.

The selected stop is a GREEN dot.

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Mouse-over a moving vehicle on the map.



The real-time data is then displayed for that particular vehicle.

**Bus Stops and Buses are Overlaid on a Local Map**  
**Find Bus by Stop Number, Bus Route or Address**



# In-depth Analysis: Ride On Complaints

## ▪ Process Overview

### Step 1:

MC311 intakes Ride On complaint and generates service request

### Step2:

Ride On administrative staff reviews service requests (SR) and assigns ownership to appropriate depot.

### Step 3:

Depot staff reviews SR, logs information into existing Legacy System\*, closes MC311 SR and forwards complaint to appropriate supervisor for resolution.

### Step 4:

Supervisor investigates SR, recommends/takes appropriate action and enters resolution/actions into the Legacy system.

Supervisor contacts customer as appropriate.

\*The Legacy System is Ride On's current complaint data system. This system will be eliminated when the MC311 system reporting capability is updated to perform all of the functions of the current system

**Currently, DOT reports on complaints per 100,000 riders as part of their headline measures**



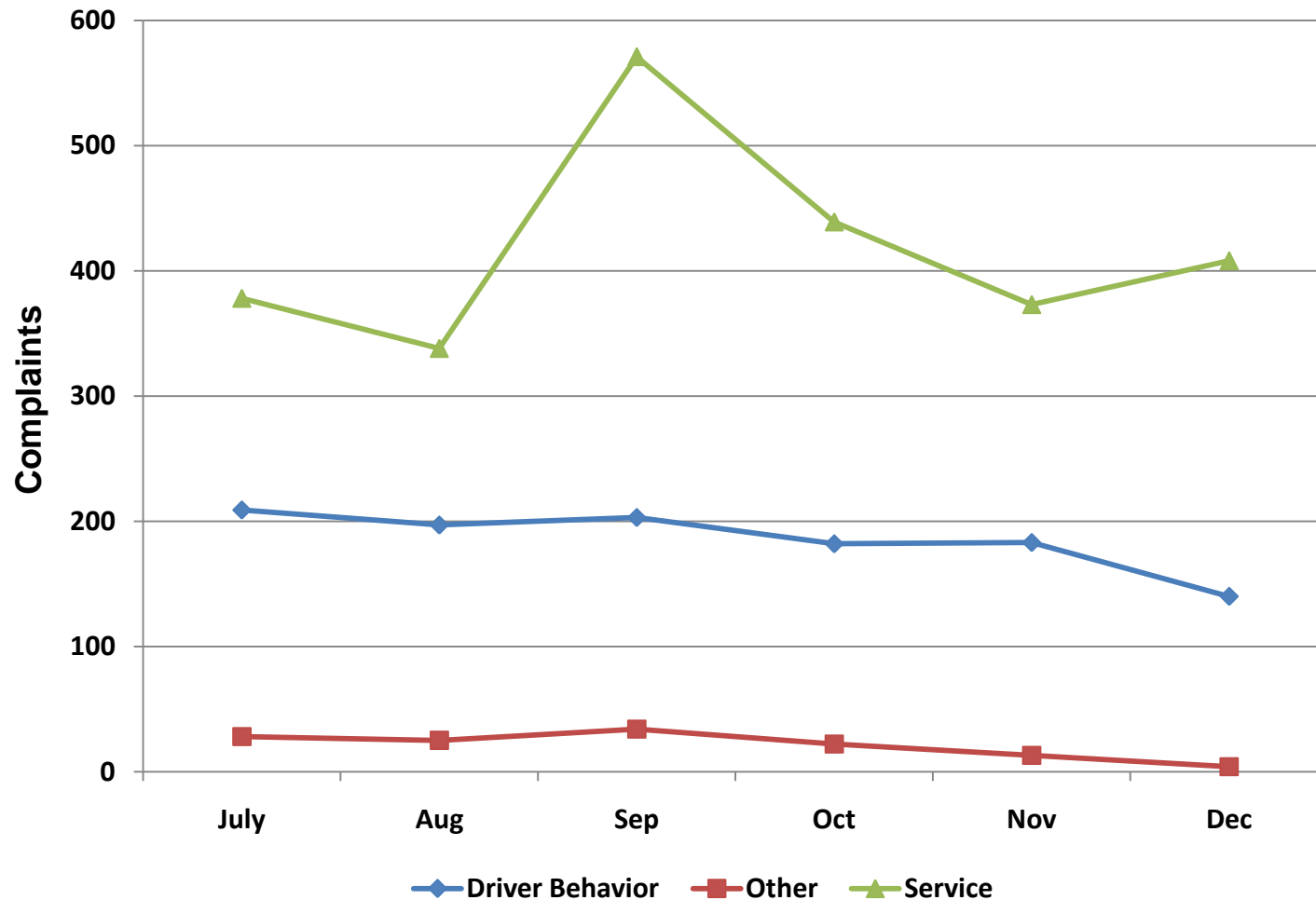
# In-depth Analysis: Ride On Complaints by Intake Type

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<b>Complaint/Compliment</b>	<b>333</b>	<b>295</b>	<b>413</b>	<b>340</b>	<b>362</b>	<b>411</b>	<b>2154</b>
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Complaints are currently categorized by all 4 service request types by customer service representatives



# DOT-Transit Complaint Totals by Month



# DOT-Transit Complaint Totals by Month

	July	Aug	Sep	Oct	Nov	Dec	Avg.	Grand Total
Service	378	338	571	439	373	408	418	2507
Driver Behavior	209	197	203	182	183	140	186	1114
Other	28	25	34	22	13	4	21	126
Compliment	0	11	19	27	18	10	14	85
Grand Total	615	571	827	670	587	562	639	3832

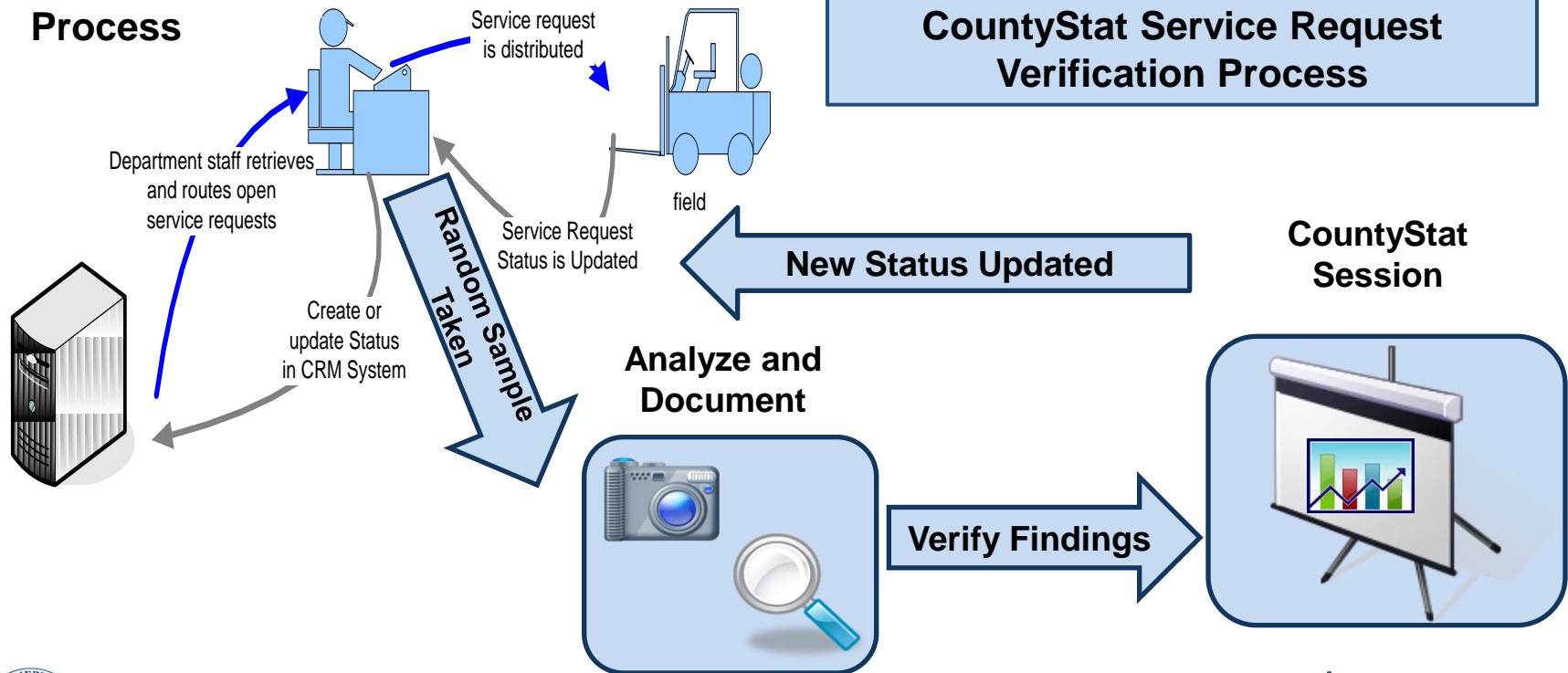
Complaint totals are calculated based on attached solution



# CountyStat Service Request Verification Process

CountyStat conducts a random sampling of completed service fulfillment requests, manually verify that request is completed, and hold CountyStat session with representative department(s) to discuss results of the verification analysis

## Current MC311 Process



# CountyStat Service Request Verification Process: December 2010 Audit

- **Date of Audit:**
  - December 17<sup>th</sup>, 2010
- **Departments Audited:**
  - DOT: Transit Services
- **Sample Time Period:**
  - Opened on or after December 1<sup>st</sup> 2010
  - Closed on or before December 14<sup>th</sup> 2010
- **Sample Size:**
  - DOT: All transit cases that could be visually inspected
    - 3 cases in total
- **Perspective:**
  - Resident who reported the issue





# DOT Service Request Fulfillment Audit Case # 1

**Service Request Number:**

- 135325442

**Zip Code:**

- 20910

**Department:**

- DOT

**Date Opened:**

- 12/2/2010

**Date Closed:**

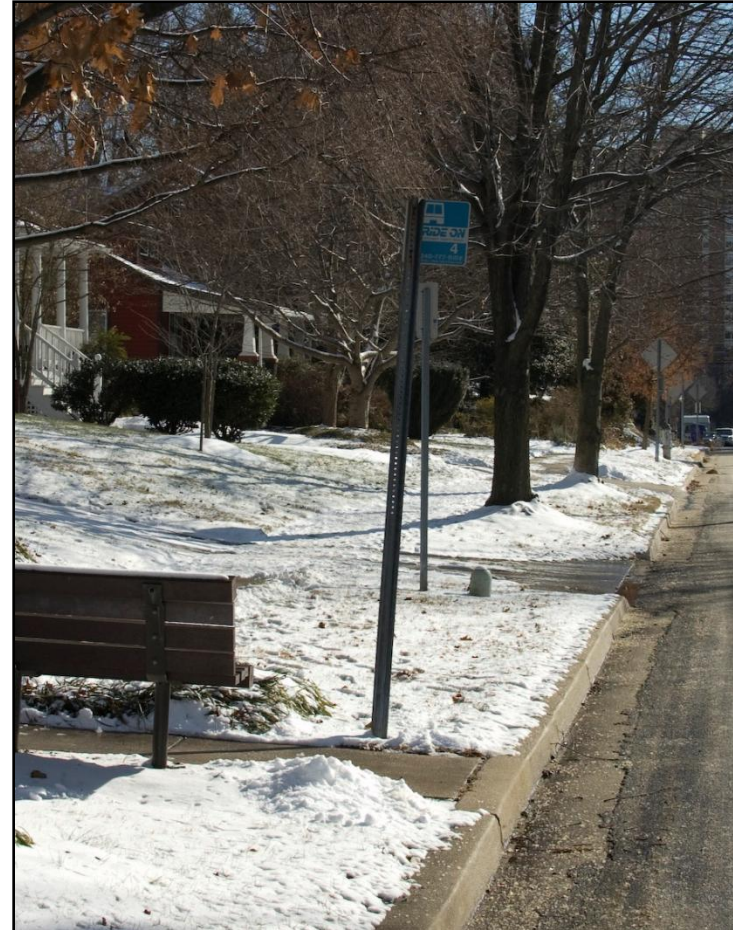
- 12/10/2010

**Issue:**

- Bus sign knocked over

**CountyStat Assessment:**

Complete



# DOT Service Request Fulfillment Audit Case # 2

## Service Request Number:

– 135306999

## Zip Code:

– 20912

## Department:

– DOT

## Date Opened:

– 12/2/2010

## Date Closed:

– 12/10/2010

## Issue:

- Bus shelter with broken glass and graffiti

## CountyStat Assessment:

**Incomplete**



According to DOT, maintenance of this bus stop is the responsibility of Takoma Park, and the supervisor noted this in closed ticket





# DOT Service Request Fulfillment Audit Case # 3

## Service Request Number:

- 135240495

## Zip Code:

- 20903

## Department:

- DOT

## Date Opened:

- 12/1/2010

## Date Closed:

- 12/10/2010

## Issue:

- Bus shelter missing glass walls

## CountyStat Assessment:

Complete



# DOT Reflections on Improving Existing Practice

- **Eliminate need for caller/resident to use a street address when calling in (allow Metro Stations, for instance) or using web portal.**
- **Allow for out of County locations (some of our highest ridership areas are outside the County, Langley Park, Takoma Park Metro Station, Sibley Hospital).**
- **Make Siebel system as functional as legacy system (reports) and eliminate need for double-entry.**



# CountyStat Reflections on Improving Existing Practice

- DOT should continually work with MC311 to identify opportunities to refine knowledge base articles (KBAs) and data collection practices that enhance the ability of the department and county leadership to make operational decisions based on MC311 data
- MC311 and DOT need to work together to ensure that service requests are closed only when there is a final resolution
- By design, geospatial coding of many general information calls is not currently part of many KBAs in order to streamline call taking processes, however, this makes it difficult to identify specifically where in the county, residents are calling about leveraging county services
- At times, service requests processed and closed at MC311 are closed without required information being entered leading to data reporting errors
  - In the case of DOT Transit, since July, there are 128 service requests that do not have Sub Area information entered
  - MC311 has identified customer service representatives making errors and is working to ensure others are not making similar entries



# Wrap-Up and Follow-Up Items

